

# Decent Work Pilot Programme

## Country Brief: Morocco

### I The National Context

Morocco is a middle-income country pursuing political, social and economic modernization. Since taking over from his father in 1999, King Mohammed VI has shifted the country to a constitutional monarchy, introduced legislation to promote women's rights and made fighting poverty a central aim. At the same time, the government has embarked on ambitious economic reforms to boost the country's growth rate and spread its benefits more widely.

These efforts come in response to persistent economic and social problems faced by Morocco. Despite rapid industrialization, the Moroccan economy remains heavily dependent on agriculture and vulnerable to climatic conditions and the evolution of export markets. Moreover, its sizable textile sector is facing increased competition following the elimination of international quotas in January 2005. Rates of poverty have risen, reflecting sluggish economic growth during the 1990s. Although it has made considerable progress in improving human development in recent years, Morocco trails other countries in its region in a number of indicators and is ranked 124 out of 177 countries in the U.N. Human Development Index.

#### *Trading Nation*

With a population of about 30 million, Morocco has a fairly diverse economy in which trade plays an important role. Agriculture continues to be a major factor in overall economic performance, with the sector accounting for about 15 per cent of gross domestic product (GDP) and employing 40 per cent of the labour force. About 25 per cent of the labour force is engaged in industry and 35 per cent in services. Main industrial activities are textile production, mining of phosphates and food processing, while services are dominated by tourism and commerce.

The economy is relatively open, with exports and imports accounting for about 50 per cent of GDP. Europe is Morocco's major trading partner, and exports include textiles, agricultural and fish products, phosphates and phosphate derivatives. Trade between Morocco and the European Union nearly doubled in value during the decade ending in 2002. An Association Agreement governs relations between Morocco and the EU, and the two partners signed a new fishing treaty in 2005.

Nonetheless, trade liberalization slowed in Morocco during the 1990s compared with the previous decade. In contrast, many of Morocco's competitors on the European market aggressively liberalized their trade regimes during this period.

A recently signed free trade agreement between Morocco and the U.S., which is yet to be ratified by Morocco Parliament, makes increases in trade and foreign investment likely.

Morocco has played an active role in international trade negotiations, hosting the final summit of the Uruguay Round trade negotiations, which were held under the auspices

of the General Agreement on Tariffs and Trade. This led to the establishment of GATT's successor, the World Trade Organization. However, the ability of Morocco to draw greater benefits from a more open trading environment depends on its success in increasing the competitiveness of industry and modernizing social and economic institutions.

Of particular concern is the outlook for the textile industry, which accounted for 34 per cent of the value of manufactured exports and 42 per cent of industrial employment in 2000. Its 1,106 companies generate revenues of 15 billion Dirhams (about €1.5 billion). The ending at the end of 2004 of the international quota system established by the Multi-Fibre Arrangement has put increased competitive pressure on Moroccan textile producers. Given that women make up more than 70 per cent of the workforce in the textile and garment industry, there is a distinct gender dimension to policies regarding this sector.

#### *Insufficient Growth*

Morocco's economic expansion picked up somewhat in 2001-2004 after sluggish growth the previous decade. The IMF and World Bank estimate that the Moroccan economy needs to grow by an average of 6 per cent a year to bring significant reductions in poverty and unemployment. Long-term trends have been well below that, however, with growth averaging 2.3 per cent annually in the 1990s, down from about 4 per cent in the 1980s. While GDP grew at 3.7 per cent in 2004, the Economist Intelligence Unit expects a substantial weakening in 2005 due to a fall in agricultural production. GDP growth is then expected to recover to more than 5 per cent in 2006.

According to the World Bank, the economic downturn of the 1990s was partly due to droughts and an economic slowdown in Europe, but also to policy choices and a loss of momentum in structural reforms. Absolute poverty increased during the period, to 19 per cent of the population from 13 per cent, and there are big gaps between the urban elite and the poor, who live in the countryside and in shantytowns. While there has been a rise in public expenditure on social programmes in recent years, particularly for rural areas, this has not been sufficient to lift people out of poverty and reduce inequalities.

#### *Social Problems*

Linked to such poverty are serious social problems, including an illiteracy rate of nearly 50 per cent, one of the highest in the Arab world. Despite an expansion in health care services, Morocco still trails Tunisia, Jordan and Egypt in the ratio of doctors to population. Those living in the countryside are especially deprived. About 45 per cent of rural homes were still without drinking water in 2003 and 38 per cent were without electricity. More than a quarter of rural homes were more than 10 kilometres from a health centre. Although about 1,500 kilometres of rural roads are being built each year, almost half the rural population is without a road that can be used throughout the winter.

Moreover, following steady progress over a number of years, neo-natal and infant mortality rates rose between 1997 and 2004. Although the death rate of mothers before and during birth of children remained unchanged during this period, it compares poorly with that of neighbouring Tunisia.

## **I.1 National Priorities**

Morocco's recent political and democratic transition has combined with ambitious reforms aimed at putting the country on a higher growth path. This reflects the view of the government and international organizations that faster growth is needed if there are to be real cuts in poverty levels. In this vein, the government has sought to attract investment and boost exports by liberalizing trade and prices, updating the financial system and tackling corruption.

This is part of a wider integrated development strategy, set out in the national development plan for 2000-04. The strategy was based on four main components:

- Regional development and integration
- Youth employment
- Women's involvement in the development of Morocco
- Fighting poverty and exclusion

As part of the effort to improve competitiveness and working conditions, the government took a number of initiatives designed to stimulate dialogue with employers and trade unions. Such efforts led to the signing of a tripartite agreement by the social partners in April 2003 on a new labour code and an increase in the minimum wage. The government views social dialogue as an important element in improving productivity and upgrading company performance. This is especially key for industries facing greater competition, such as textiles.

Moreover, the drive by King Mohammed VI to promote equality between men and women resulted in the adoption of a new family law that includes a number of measures to advance women's rights.

## **I.2 Decent Work Trends**

The ILO decent work agenda provides a framework for development that promotes opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and human dignity. It calls for policies and measures in four inter-related areas:

- Respect for, and protection of, basic human rights at work;
- Promotion and creation of opportunities for full, productive and remunerative employment;
- Broad social protection;
- Sustained social dialogue among social partners representing workers, employers and government.

The Decent Work Pilot Programme (DWPP) aims to help countries integrate decent work into their policy agenda, structures and wider society. This involves reinforcing capacities of governments, employers and workers through a range of activities. The pilot programmes are developed together with these constituents and tailored to each country's specific needs.

This process includes gathering and analysing information on the decent work trends in participant countries. Such fact-finding is often a component of the DWPP, typically through the commissioning of papers by academics or other experts,

discussions with the social partners and work by the ILO secretariat. In addition to helping to ensure that pilot programmes are tailored to the needs of individual countries, the research is part of the ILO's efforts to develop and test statistical indicators for decent work.

### *Focus on Textiles*

In Morocco's case, the DWPP focuses on the textile and garment industry. This reflects a consensus between government, employers and unions on the need to prepare this key sector for a more competitive international environment. The DWPP was launched in 2002, several years before international textile quotas were due to end.

As part of the programme, two national experts carried out studies to provide a social and economic picture of the textile and garment industry. One analysed the industry's competitive performance, structure and social impact and developed a monitoring tool. The second looked at decent work trends in the sector from a qualitative standpoint.

The studies showed that while the sector's expansion is based mainly on export-oriented production, the bulk of employment is in enterprises geared toward the domestic market and those operating in the informal economy. The industry is made up of some large, modern companies and many small units, often in the informal economy. The latter account for about 70 per cent of jobs.

Problems related to decent work are mostly in the informal economy. These include:

- Illegal recruitment
- Precarious types of employment
- Inadequate social protection
- Poor working conditions
- Unsteady social dialogue practices
- Wages lower than the legal minimum
- Wage discrimination against women

Employers willing to tackle these issues often face constraints. Among these are: the seasonal nature of exports; the size of the informal economy; pricing and other conditions set by buyers, sub-contracting arrangements; and the impact that labour relations patterns have on job security.

### *Difficulties for Women*

The studies also found that women faced a series of specific problems, including wage discrimination, reduced access to on-the-job training, long working hours and poor working conditions. Women were also more likely to be in informal employment, accounting for 90 per cent of home workers.

For example, 22.6 per cent of women interviewed said they earned below the minimum wage, compared with 5.3 per cent of men. This reflects a higher level of temporary employment among women, which reduces eligibility for seniority-linked pay increases. Moreover, women's professional experience tends to be valued less than that of men. Overall, women textile workers earn about 25 per cent less than men.

On-the-job training sessions, meanwhile, tend to be scheduled at times that are difficult for women with families, such as at the end of the working day or at weekends. This was a major factor in reducing women's access to training, the national experts found. Long working hours place women at greater risk of street violence or sexual harassment when they are returning home late at night. They also can be a source of family tension.

Because women textile workers are often in lower skilled jobs, they are more likely to face poor working conditions. Many of the jobs held by women involve carrying out repetitive tasks under strict time pressure in a noisy and hot environment, with very short breaks. The most frequently cited problems in the studies were failure to respect health and safety rules, tense or aggressive relations between management and labour, precarious employment and lack of facilities for workers taking a lunch break, not to mention for breast-feeding mothers.

Independent ILO experts responsible for overseeing labour standards have raised the issue of discrimination against women textile workers with the Moroccan government. The Committee of Experts on the Application of Conventions and Recommendations asked Morocco to provide information on how it is seeking to combat such discrimination, including through the enforcement of laws and penalties. Morocco has ratified the two fundamental ILO conventions on discrimination, Convention No. 100 and Convention No. 111. In effect, the DWPP is helping Morocco to implement these conventions.

#### *Wider Picture*

The textile industry is the biggest employer in Morocco, accounting for more than 220,000 jobs in the formal economy and at least as many informally. Failure by the industry to compete effectively in a liberalized international trading environment would have a big impact on joblessness, which is currently at about 11 per cent countrywide and considerably higher in urban areas. Unemployment is particularly widespread among young people living in cities. There is also underemployment and unpaid work, especially in the countryside. The EIU forecasts unemployment to rise in 2005.

In addition to the need to expand job opportunities, Morocco also faces other challenges related to decent work. To ensure that more people were covered by social or medical insurance, the government in 2004 decided to establish a comprehensive health insurance scheme (Assurance Maladie Obligatoire) and social assistance (known as Ramed). Work has also begun on reforming the social security scheme. The ILO may upon request assist Morocco in developing its social protection systems. Such efforts are critical if Morocco is to make strides in improving its citizens' health and human development. At the same time, it is important to design schemes carefully to avoid excess costs and inadequate coverage.

The Government and the ILO are also working to tackle child labour. This is overwhelmingly a rural phenomenon, with an estimated 550,000 children working in agriculture. However, there is also the problem of young girls in domestic work, known as *petites bonnes*. Child labour is virtually non-existent in formal textile enterprises, but it is a problem in informal units.

The country's new labour code includes provisions on child labour, such as an increase in the minimum working age to 15 years old, which brings national laws into line with ILO conventions.

Morocco has ratified seven of the eight ILO conventions on fundamental principles and rights at work. In addition to the two conventions on discrimination mentioned above, the country has ratified conventions banning child labour and forced labour and affirming the effective right to collective bargaining. Morocco has yet to ratify Convention No. 87 on the right to freedom of association and protection of the right to organize. The new labour code incorporates the main provisions of Convention No. 87 and specifically prohibits anti-union discrimination. However, trade union rights are limited for certain categories of workers.

### *Role of Dialogue*

Dialogue among the social partners – governments, employers and unions – is a crucial aspect of Decent Work Pilot Programme. These partners help to draw up the programmes and are instrumental in carrying them out. In the case of Morocco, there were serious difficulties with social dialogue at national level in 2001 when the DWPP was under discussion. Although these problems have since been resolved, at the time they were a factor in the decision to work at industry, rather than national, level.

Within the textile sector, relations between unions and employers were often tense, with strikes a frequent occurrence. Nonetheless, since its inception in 1991, dialogue between textile unions and employers federations has produced several accords. The studies carried out in 2003 for the DWPP found that conflict resolution had improved in the textile sector, allowing for the settling of one out of every three strikes. At the same time, however, there was an increase in conflicts between management and workers who were not affiliated to trade unions. In practice, many of these strikes were in small firms.

The DWPP has helped to improve relations between trade unions and employers in the textile sector.

## **II Focus of the DWPP**

The decision that Morocco's pilot programme centre on the textile and garment sector reflects the major challenges the industry faced in 2001, when consideration of the programme began. In addition, there were serious difficulties with social dialogue at the national level at the time, which had stymied some ILO activities in the country. This made it preferable for the pilot programme to focus on a specific sector where social dialogue was possible. Given the importance of the textile and garment industry to Morocco's economy, as well as the imminent ending of international quotas, there was a strong consensus among the social partners for action in this area.

Moreover, the Moroccan Textile and Garment Industry Association (AMITH) had developed an initial strategy designed to upgrade the sector's competitive performance. In agreement with the Moroccan government, this called for industry

restructuring through reduced costs as well as an improved investment climate based on greater economic stability.

Textiles have been at the forefront of export-led industrial growth in Morocco. From the early 1980s to the early 1990s, net exports of textiles and clothing expanded almost fivefold, to \$570 million from \$120 million. But this expansion has since slowed due to weaker growth in export markets and declining demand and purchasing power at home.

The ending of international quotas at the start of 2005 put more pressure on Morocco's textile sector, which has higher labour costs than its counterparts in Tunisia, Romania, Bulgaria and China. According to an April 2005 survey by AMITH, companies reported a drop in orders during the first four months of 2005, with exports declining by 16 per cent. About 160 enterprises closed down during the same period, the survey found.

Textile and garment production is highly competitive and global in scale. Production systems can span countries and continents. Competition has increased in recent years, with new players entering the field and purchasers increasingly willing to shift their sourcing in the search for just-in-time quality products. The market is extremely diversified and responsive to consumer taste.

At the same time, there is greater awareness and concern among consumers about working conditions in clothing production. This has brought a growing number of codes of conduct and other initiatives linked to labour standards. As a result, competition now involves not only traditional determinants such as production costs, investment climate or political and economic stability, but also social issues.

### *Competing Better*

Against this backdrop, Morocco's pilot programme aims to improve the competitive position of the country's textile and garment sector by promoting decent work. The programme seeks to demonstrate that decent work is not only a social policy goal, but also necessary for success in today's changing global market. The DWPP takes an integrated approach to upgrading the sector's performance, combining both economic and social elements. It builds on – and widens – the strategy developed by industry for upgrading the sector's performance.

The pilot programme's approach is based on the view that complex criteria determine where textile and garment production is located. These go beyond traditional measures of competitiveness such as production costs, investment climate and political and economic stability. Equally, if not more, important is the ability to provide just-in-time deliveries of products that meet consumer requirements in areas ranging from style to social issues. Controversy about poor working conditions and child labour has made many retailers and clothing companies, especially well-known brands, anxious to ensure that basic labour standards are respected during production.

The ability to respond to these criteria is closely bound up with decent work. Respect for basic labour standards, preserving and creating jobs, strengthening social protection and improving management-labour relations through dialogue contribute to

dynamic and competitive enterprises. In Morocco, decent work is part of a strategy for upgrading the textile sector in economic and social terms.

## **II.1 Priorities and Policy Responses**

### *Working in Partnership*

The involvement of textile industry trade unions and employers as well as the government is at the heart of Morocco's DWPP. Making the industry more competitive depends on the efforts and actions of these partners, both together and independently. Given the history of strikes and tense relations in the industry, the commitment of the social partners in the DWPP signalled recognition of the need to move to more constructive patterns of labour relations.

Nonetheless, getting tripartite discussions going was something of a challenge at the time the DWPP was launched, in part because of rivalry among trade unions. The programme's early stages included a coordinated effort to mobilize employers, unions and ministries to play an active role in the programme. To this end, a number of individual consultations were held before convening the first tripartite steering committee meeting in 2002.

The steering committee is made up of the following members:

- The Ministry of Employment and Vocational Training and the Ministry of Industry, Trade and Economic Modernization
- The National Agency for the Promotion of Small and Medium-Sized Enterprises (ANPME)
- National and sectoral employers' organizations: Morocco General Confederation of Employers (CGEM) and Moroccan Textile and Garment Industry Association (AMITH)
- The three national trade unions represented in the sector: Moroccan Union of Labour (UMT), Democratic Confederation of Labour (CDT) and the Morocco General Union of Workers (UGTM)

The steering committee's key role in designing and overseeing the DWPP underscores the high priority the programme attaches to facilitating and reinforcing social dialogue. This involves developing a culture of dialogue as well as strengthening mechanisms for consultation, negotiation and conflict resolution.

The programme has had considerable success on this front. An important development was the decision by workers and employers to create an industrial council in the textile sector in May 2004. This body is made up of representatives of AMITH, UMT, CDT and UGTM, with an observer from the Ministry of Employment and Vocational Training. The Ministry of Labour submitted the draft council's statutes to the social partners. The presidency is to rotate among the membership.

The industrial council aims to:

- Build understanding, encourage cooperation and help resolve conflicts among employers and workers;
- Improve social policies within the industry;
- Promote decent work, including the fight against discrimination and the application of other basic labour standards;



- Monitor economic and social developments within the sector as well as the impact of globalization and international trade;
- Consider ways to develop the industry, both economically and socially
- Work together to combat social dumping;
- Propose ways of safeguarding employment to public authorities.

Connected to this industrial council initiative is the organization of trade unions along an industrial basis. Only one trade union – the UMT – had a garment workers federation at the start of the programme. Recently, the CDT created its own garment workers’ federation.

The DWPP is also seeking to introduce and encourage dialogue within companies. When taking part in the programme’s effort to improve competitive performance through upgrading, companies appoint management and worker representatives. These partners help to ensure that training materials and sessions are tailored to the needs of their own enterprise and its staff. In addition, they can set in motion the process of improving management-labour relations through discussion and dialogue.

Overall, the programme is fostering informed tripartite discussions at company and industry level on a wide range of issues. These include:

- Links between productivity and working conditions;
- Employment policies and programmes, including vocational training, and the role of the social partners in their design and implementation;
- The increased focus of consumers and companies on labour rights and working conditions;
- The specific needs and concerns of women textile and garment workers.

#### *Research and Analysis*

If such discussions are to be fruitful, it is necessary to have data and analysis regarding economic and social trends. At the start of the programme, studies were commissioned by national experts to provide an overview of the textile and garment sector. Their main conclusions on persistent problems regarding decent work, especially for women and workers in the informal economy, helped to determine the programme’s aims and activities. They also provided information that is of use to the ILO’s drive to improve the application of labour standards. (See section on Decent Work trends for more details.)

Moreover, the studies found that successful restructuring in the textile and clothing sector depended on the commitment of employers, unions and government toward upgrading. Upgrading includes responding to training needs and ensuring decent working conditions and social protection to keep young qualified workers. It also implies developing sound labour-management relations, based on full respect of trade union rights. Given the number of women in the industry, needs linked to the gender dimension must be met.

The initial studies set the stage for further information gathering. The social partners and officials from a number of different ILO departments are monitoring industry developments, with particular emphasis on the period since the elimination of international textiles quotas.

For example, surveys by AMITH in April 2005 showed that some enterprises were faring better than others in the post-quota competitive environment. The industry association identified these as companies that had upgraded their performance in 2003-2004, recognized their market niche and/or become more nimble. Also doing well were companies that moved from sub-contracting to joint production.

#### *Promoting Action*

The Action Plan approved by the DWPP steering committee in late 2003 reflects the discussions of the social partners as well as the analysis and research carried out for the project. Through a range of activities, it aims to respond to the evolving needs of Morocco's textile companies and their employees.

The plan is grouped around the following themes:

- Improved social dialogue and industrial relations
- Upgrading company performance on social issues
- Placing greater value on human resources
- Productivity gains through improved working conditions
- Meeting women's specific needs
- Reinforcing social protection
- Taking into account the informal economy in the sector's development

The plan covers the period 2004-2005 and is being carried out by government, employers and workers as well as officials from a number of different ILO sections. It includes training, advice, technical assistance and research.

#### *Upgrading Enterprises*

Running through the themes of the Action Plan is the need for Morocco's textile companies to improve their performance on social matters. This process has become known as *mise à niveau sociale*, or social upgrading. The pilot project is helping companies to identify possible improvements in their company's social policies, draw up a plan for putting these in place, assist in their implementation and then evaluate their impact.

Social upgrading involves a wide range of issues. These can include labour standards, such as minimum working age, non-discrimination, freedom of association and prevention of forced labour. It can also touch on pay and working conditions, rules for employing apprentices and trainees, discipline and respect for the environment. Altering the way companies handle such matters often means a change in culture and attitudes on the part of management and employees.

Improving company performance in these areas translates into solid gains. Employees tend to be more dynamic and loyal, productivity increases, the country's textile sector gains a better image with buyers and consumers and product quality goes up.

#### *Combating Discrimination*

With such a high percentage of women working in Morocco's textile industry, promoting gender equality is an integral part of the pilot programme. The national studies provided data related to gender whenever possible, highlighted specific

problems encountered by women and put forward recommendations for the Action Plan.

While the Action Plan includes a specific strategy regarding discrimination faced by women, it also seeks to address gender equality through its other components. To this end, a coordinator hired by the programme is working to ensure that all the activities called for under the Action Plan take into account women's specific needs and problems.

The coordinator is also raising awareness and informing the social partners on gender issues in the textile sector.

### *Training for the Future*

A key element in the competitiveness of Moroccan textile and garment producers is training. This is especially important given that Morocco's labour costs are higher than some of its competitors. Moreover, by continuously training their workers, companies are better able to adapt rapidly to changing buyer demands regarding taste, style and other requirements.

However, Morocco's high illiteracy rates are a serious problem for the textile sector. AMITH, backed by the Moroccan government, is engaged in a programme to promote literacy among 50,000 people during the period 2002-2010. This calls for strengthening the role of companies in learning and training. The programme includes an information and awareness-raising campaign; training of trainers; and creation of a pilot scheme on training.

The DWPP is building on such efforts by underlining the role of companies in improving skills and training. The aim is to extend vocational and skills training, including apprenticeships, to more people. Re-training and life-long learning are also encouraged.

## **II.2 Programme Implementation**

### ***Key Programme Dates***

June 2002 – Signature of Agreement between Morocco and the ILO

September 2002 – Steering Committee Established

January 2003 – National Studies Completed

December 2003 – Adoption of National Action Plan

January 2004 – Action Plan Begins

May 2004 – Decision to set up Industrial Council

September 2004 – Draft statutes submitted to social partners by Ministry of Labour

June 2005 – Spanish Government Agrees to Finance Key Programme Activities

Morocco's pilot programme is designed and run by the country's social partners in collaboration with the ILO. The time devoted to consultations, initial research and drafting an Action Plan reflected the need to ensure that the programme responds to the specific need of Morocco's textile companies and their employees.

The phase leading up to adoption of the Action Plan was important in providing a diagnosis of the sector's needs and problems as well as securing agreement among the social partners on the way forward. This process contributed toward improving relations between employers and unions, a crucial element in building a stronger textile and garment sector.

Activities under the programme's Action Plan began in January 2004. A significant development was the agreement by the Spanish government to fund a project that includes some of these activities.

#### *Achievements under Priority Areas*

### **1) Promoting social dialogue and improving industrial relations**

#### **a) At national industry level:**

The programme successfully promoted a culture of social dialogue, which resulted in a tripartite agreement on a decent work strategy for the industry and a decision to set up a bi-partite industrial council.

- **A tripartite agreement on a decent work strategy for the industry**

Following a series of discussions and workshops, the social partners agreed on a tripartite National Action Plan to Improve the Competitiveness of the Textile and Clothing Industries through the Promotion of Decent Work. This tripartite agreement reflects the needs and concerns of each of the social partners and spells out activities to be implemented by the parties, either individually or jointly. Priority areas that require ILO assistance for implementation have been identified at a latter stage. The three priorities are: i) social dialogue; ii) social up-grading of enterprises and iii) training and skills.

- **The decision to set up a bi-partite industrial council**

Unions and employers set up an industrial council, with observer status for government representatives. They are currently drafting the statutes of the council. The ILO is going to provide assistance to that process as well as to the operational establishment of the Council through the Spanish funded project.

#### **b) At the regional industry level:**

First steps to promote a culture of social dialogue within each of the six regions of production of textiles and garment have been taken by the programme. Tripartite meetings were organized in 5 out of 6 regions and generated promising dynamics everywhere. The ILO is to assist the development of social dialogue at the regional level through the Spanish funded project.

### **c) Data, tools and capacity to engage meaningfully in social dialogue**

- i) Research and analysis: To support the above-mentioned initiatives to promote a culture of dialogue, the programme gave the social partners a sound information basis, accessible to all.
- Two studies by national experts providing a social and economic picture of the textile and garment industry were presented in January 2003. Full and summary versions of the studies were circulated widely, in French and Arabic. They are also posted on the Internet with all the major documents of the programme such as the Tripartite National Action Plan.
  - Social partners were provided with instruments for determining social and economic performance of sector (*Tableau de bord économique et social*).
  - Continued monitoring of sector, particularly following the end of quotas for international trade. A paper analysing the trends of the first six months is under final editing.
  - Rapid assessment of child labour in textile industry was carried out. This focussed on three sites – Salé, Temara and Rabat – where there is a high prevalence of child labour in the informal economy.
  - As part of Morocco's effort to improve and extend coverage of social protection, ILO experts evaluated the social protection needs of women textile workers.

#### ii) Capacity-building

Training is being provided for trade unions and worker representatives to strengthen their capacity to participate in dialogue with employers and government. This includes training in negotiating techniques, economic analysis, the country's new labour code and international labour standards.

## **2) Upgrading enterprise performance on social matters:**

### **a) Design and development of training programme and material**

The steering committee and the ILO agreed on a training programme for textile and garment enterprises. Company participation is voluntary, with each company naming worker and management representatives. Training takes place over several sessions.

Training material developed by the programme is divided into six modules covering areas such as: productivity; improving management-employee relations; managing human resources better; improved working conditions;

and relations with suppliers, buyers and subcontractors. The aim is to develop and apply an action plan to improve productivity and working conditions in the enterprise.

**b) Training of trainers and enterprise upgrading**

Through the Spanish funded project, training of national trainers will be provided. These trainers will be mentored during their training of the first group of enterprises.

**3) Training and skills:**

**a) A coherent training and skills strategy for the industry**

The programme is supporting an effort by the Ministry of Employment and Vocational Training to consolidate and set guidelines for various national training programmes regarding the textile and garment industry.

**b) A strengthened role of companies in training**

A programme is being developed to strengthen the role of companies in training. This includes an information campaign in Rabat, Casablanca and Tangeirs; the training of trainers and master apprentices for companies in the Casablanca-El Jadida region; and the setting up of a pilot training scheme with a gender focus in Rabat-Sale.

**4) Meeting needs of women textile workers and promoting gender equality:**

**A gender strategy was designed** to ensure that the implementation of the National Action Plan to boost the competitiveness of the Industry through Decent Work meets the needs of women workers and promotes gender equality.

A consultant on gender issues was hired. The consultant has a dual mandate:

- To ensure that all programme activities take into account women's specific needs and problems;
- To inform and raise awareness among the social partners on the gender dimensions of decent work and upgrading enterprise performance and competitiveness.

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